Office of the Ombudsman

BUDGET SUBMISSION
Fiscal 2004 - 2006

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OMBUDSMAN'S STATEMENT

In my 2001 Annual Report, I advised that our Office's ability to continue to be an effective watchdog and our ability to continue to insure government accountability is being threatened by the budget reduction target proposed for our Office. I indicated that it would be my intention to file a Service Plan with the Legislative Assembly which would more clearly detail the impact of loss of financial resources. This "Budget Submission 2004-2006" is part of that process.

The "Budget Submission" contains details on our Goals and Core Business Areas; Performance Measures and Financial Resources and Plans. With respect to the Performance Measures, we have developed a set of measures covering all aspects of our operations from internal operation (Administration and Systems), to investigative operations (Intake and Investigation) to overall performance. These measures, developed over a two-year period, represent a major accomplishment both for our Office and for Ombudsman work generally. They will assist us to continue to be an effective and efficient office.

The Financial Resources aspect of the "Budget Submission" details four budget reduction options for consideration. The four options provide a picture of what our Office will look like and what type of complaints we will be able to investigate under each of the different funding proposals.

The most dramatic and drastic impact is reflected in the 35% budget reduction recommended by the Finance & Government Services Committee in its December 2001 Report. This option would see the closure of the Vancouver Office to the public and telecommuting by the Vancouver staff, the loss of 19 FTEs and the loss of investigative ability for complaints about administrative unfairness in relation to Local Governments, School & School Boards, Hospitals and Health Authorities, Colleges and Universities, Professional Associations and the Workers' Compensation Board.

A less drastic but still serious impact is reflected in the two 15% options. These options would see the reduction in the size of the Vancouver Office but public access maintained, the loss of 12 FTEs and the loss of investigative ability for complaints about administrative unfairness in relation to Local Governments and Professional Associations. There are two variations on the 15% reduction option to consider, one of which delays the loss of investigative ability until fiscal 2004/05.

The least damaging option is the 10% reduction. Although our Office would lose 9 FTEs and we would reduce the size of the Vancouver Office, there would be no loss of investigative ability and public access is maintained in both Vancouver and Victoria. We would continue to be able to provide effective scrutiny of public services and to maintain our role in protecting and promoting fair administration in a democratic system. This option is also most consistent with the current Government's Vision and Values. It is also an option which is achievable within the fiscal imperatives set out by the current government.

A. STRATEGIC CONTEXT

Overview

The role of the Office is to investigate complaints from members of the public about administrative actions or decisions of authorities. The Ombudsman's Office is one of the key institutions in a democracy for insuring the provision of open and accountable decision making. The Ombudsman is an Officer of the Legislature. As such, the Office of the Ombudsman is independent of government. The Ombudsman is not an advocate for complainants or defender of authorities. Rather the Ombudsman conducts confidential and impartial investigations and will make recommendations in situations where the authority is being unfair in the conduct of its business. The Ombudsman cannot order an authority to change a decision or practice but can expose unfair actions through reports to the legislature and the public. In the vast majority of situations where some unfairness might be found to have occurred, the authority carries out actions to rectify the situation and the complaint file is closed without formal findings by the Office.

The ***Ombudsman Act*** establishes jurisdiction for the Ombudsman to investigate a wide range of public authorities (see Appendix A). However the ***Ombudsman Act*** also provides the Ombudsman with discretion to determine which complaints will be investigated.

The Office has made significant strides in reducing the backlog of active complaints under investigation so that the caseload of each Investigative Officer is appropriate to allow high quality investigations. The Ombudsman will exercise the discretionary authority under the Act to insure that Investigative Officers do not once again become overwhelmed by their caseload. This means that investigations of complaints, against certain authorities, will not occur if budget reductions proceed as established in the December 2001 report of the Select Standing Committee on Finance and Government Services. The details of the impacts of these proposed budget reductions are contained in the Financial Resources Section of this document.

As a result of elimination of the large backlog of complaints, reduction of building occupancy, and the introduction of clear performance measures, it is the current view that the Office could maintain full investigative services with a total budget reduction of 10% (5% already incurred in the present year plus 5% in fiscal 2003/04). It should be understood however that any budget reduction beyond 10% will result in the curtailment of services by the Office, and if the reductions are carried through as originally recommended (35% over three years) the public will not be able to obtain an independent review of alleged unfair treatment by a large part of the public sector.

Planning Context

To achieve our vision, it is important first to recognize the strengths, areas to improve, opportunities and challenges facing us today as an organization.

We identify our strengths as:

- the diversity, talents and commitment of our staff;
- the team structure of our Office organization;
- strong committed leadership;
- the *Ombudsman Act*;
- our computer support systems;
- safe, functional and pleasant office facilities;
- respect for the Office of the Ombudsman by authorities;
- our ability to deal with a large volume of complaints;
- a work environment that encourages positive office morale;
- the use of internal and external communication tools; and
- a commitment to maintain our strengths.

We identify the following areas for improvement:

- orientation of new staff;
- training and development opportunities for all staff;
- internal quality assurance measures;
- handling the impact of changes in staffing; and
- broadening authorities' and the public's understanding of the role of the Ombudsman

We identify our opportunities as:

- technological advances that make communication and investigations easier;
- national and international growth of Ombudsmanship that improves general knowledge of the role of the Ombudsman;
- development of internal complaint remedies by authorities that improve administrative fairness;
- collaboration with other Ombudsman offices for sharing ideas, procedures and systems;
- enhanced public profile that builds understanding of the Ombudsman's role;
- education of public and authorities that improves understanding of administrative fairness;
- continued internal learning that increases staff effectiveness and satisfaction; and
- use of a broader range of communication techniques.

We identify our challenges as:

- budget restrictions;
- changes in governmental priorities, policies and programs;
- limited awareness and understanding by the public and authorities of the Ombudsman's role;
- providing high quality service in a geographically and culturally diverse province;
- public cynicism towards public agencies and authorities;
- increasing complexity of complaints; and
- maintaining a work environment that encourages positive office morale.

Vision

Informed by an understanding and appreciation
of the
principles, responsibilities and powers
embedded in the
Ombudsman Act,
and driven by a commitment to
justice and fair treatment of people,
The Office of the Ombudsman
strives for:

Fairness and Accountability
in
Public Administration
In
British Columbia

Mission

The mandate and function of the Office of the Ombudsman are set out in the ***Ombudsman Act***. The Ombudsman can investigate complaints about the administrative decisions or actions of authorities. Appendix A contains the Schedule of Authorities within the Ombudsman's jurisdiction.

Why we exist

- to ensure that every member of the public is treated fairly by authorities.

Who we serve

- the public
- the Legislature of British Columbia

What we do

- respond to inquiries from the public
- conduct thorough, impartial and independent investigations of complaints
- consider possible resolution of complaints
- consult with, provide reasons and make recommendations to authorities to improve administrative practices
- promote fairness in public administration

Values

These values govern the way we do our work with the public, authorities and one another. The values are intended to be consistent with the principles of natural justice and administrative fairness, the Ombudsman Act, the Canadian Charter of Rights and Freedoms and relevant international covenants, treaties and agreements.

Respect

Treating everyone with courtesy, dignity and respect.

Leadership

Promoting fairness, equity, clarity, innovation and consistency.

Equality

Promoting equality, inclusion and access for all persons.

Continuous Learning

Encouraging and valuing continuous learning.

Cooperation

Using cooperation, empathy and goodwill in our work.

Teamwork

Valuing the diversity of experience and talent of people who have a unity of purpose and commitment to success.

Integrity

Being independent, impartial and honest.

Accountability

Performing our duties in a timely, responsive and responsible manner, and measuring and reporting on our work

B. GOALS AND CORE BUSINESS AREAS

Goals

These four goals are the long-term results we want to achieve in fulfilling the mandate of the Office. For each goal, a description is provided to enable a better understanding of what is meant by each of them.

- **Thorough and Impartial Investigations**
- **High Quality Service**
- **High Morale in our Workplace**
- **Education and Public Awareness**

Core Business Areas

The Office of the Ombudsman has one Core Business Area and that is the **investigation of complaints** about the administrative decisions or actions of authorities.

C. OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES & TARGETS

The relationship between the Vision, Goals, and Objectives for the Office of the Ombudsman is shown in the table below. In some cases more than one objective supports a particular goal and in other cases a single objective supports more than one goal.

On the following pages the strategies identified to achieve each of the Objectives are listed along with the key Performance Measures. Although it is difficult to identify performance measures that indicate directly whether or not the Vision is being achieved, two such measures have been identified and are shown at the end of this section.

VISION: ***Fairness and Accountability in Public Administration In British Columbia***				
OBJECTIVES	**GOALS**			
	Thorough & Impartial Investigations	**High Quality Service**	**High Morale In Our Workplace**	**Education & Public Awareness**
Broaden and enhance our understanding of Ombudsmanship and develop and implement actions to achieve high quality service on a continuous basis	**X**	**X**		
Refine our approach to the investigation and resolution of complaints	**X**	**X**		
Manage workload in the most efficient and fair manner possible, having regard for our statutory mandate and available resources		**X**	**X**	
Promote high morale in the workplace through effective communication and adherence to our Guiding Principles		**X**	**X**	
Broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through well-planned initiatives directed towards both the public and authorities			**X**	**X**

A comprehensive set of Performance Measures has been developed covering all components of the Office. These are included for information in Appendix B. The measures and targets identified in the following tables represent the key measures. However, data gathering will be carried out on all the measures in Appendix B and reporting of results will occur in the annual reports for the Office.

Objective 1

To broaden and enhance our understanding of Ombudsmanship and to develop and implement actions to achieve high quality service on a continuous basis.

Strategies

- Establish performance measures for investigative work and administrative and support components of the Office.
- Continue development and update of policies and procedures.
- Carry out and document review of work.
- Conduct and document regular performance reviews and prepare work plans.
- Enhance the quality and content of training:
- Encourage all individuals and teams to take responsibility in the training process through self-training, courses and development of materials.
- Continue training of all staff on issues of equality, diversity and accessibility.
- Establish and support consultation with colleagues in other Ombudsman offices.
- Develop a training package on administrative fairness and investigative skills.
- Publish a revised Code of Administrative Justice.

Performance Measures & Targets

Measure	Value (Target)	Indicator
Performance measures are established and reviewed on an annual basis.	Yes	Self Tracking
Policy and Procedures for key processes are in place and up to date	Yes	Self-Tracking
Performance assessments are carried out on a routine basis.	Yes	Self Tracking
Percentage of complainants giving our office a rating of "satisfied" in relation to the process of investigation of their complaint. ***Note 1.***	> 85%	Independent Survey
Percentage of authorities giving our office a rating of "satisfied" in relation to the process of investigation of complaints against them. ***Note 1.***	>85%	Independent Survey
Percentage of people using the services of the Office who are satisfied with access capability by phone, fax, web, etc.	>90%	Independent Survey

Note 1. *These measurements are intended to focus on satisfaction with the investigation process and will be designed to attempt to isolate the influence of any disagreement with the investigation findings. Also the measurement will include factors that contribute to overall "satisfaction" such as courtesy, timeliness, communication, etc.*

Objective 2

To refine our approach to the investigation and resolution of complaints.

Strategies

- Enhance our understanding of investigative techniques through research, discussion, practice, and sharing of information about investigations and approaches to them.
- Define and develop investigative approaches that identify the underlying factors that cause unfairness, in addition to a focus on the resolution of individual complaints.
- Promote improvement of skills through development of materials and provision of training.

Performance Measures & Targets

Measure	Value (Target)	Indicator
Training and development opportunities are provided	Yes	Self Tracking
Staff are encouraged to enhance their individual skills	Yes	Self Tracking
Office Learning Support	At least 5 hours per month of internal educational sessions.	Self Tracking

Objective 3

To manage workload in the most efficient and fair manner possible, having regard for our statutory mandate and available resources.

Strategies

- Improve case load management and related case review and develop workload standards.
- Discuss and develop policy on the exercise of discretion under section 13 of the ***Ombudsman Act*** when determining whether or not to investigate a complaint.
- Provide time management training.
- Develop policy regarding secondment opportunities and filling temporary vacancies.
- Continue enhancement of the Case Tracker System and other computer support systems.

Performance Measures & Targets

Measure	Value (Target)	Indicator
Average cost per complaint Investigated. ***Note 2***	Average inflation adjusted cost is steady or decreasing	Calculated from CTS Statistics and Annual Office Budget
Percentage of complaint files closed within 90 days of opening.	70%	CTS Statistics
Percentage of complaint files closed within 180 days of opening.	85%	CTS Statistics
Percentage of complaint files closed within 1 year of opening.	90%	CTS Statistics
Percentage of complaint files closed within 2 years of opening.	95%	CTS Statistics
Percentage of complaint files closed within 3 years of opening.	100%	CTS Statistics
Percentage of open complaint files more than 1 year old at the end of the specified calendar year	2002 – less than 20% 2003 – less than 15% 2004 – less than 10%	CTS Statistics

Note 2*. In association with the performance measure reflecting the trend on the average cost per complaint investigated; an ancillary indicator will be calculated that will show the contingent cost associated with future investigation of backlogged complaint files.*

Objective 4

To promote high morale in the workplace through effective communication and adherence to our Guiding Principles.

Strategies

- Review our Employment Equity Plan.
- Encourage acknowledgement of each other's efforts.
- Provide more public, office or team recognition of employees' achievements.
- Consult with staff about the need for an internal staff grievance procedure.
- Clarify expectations about workload and performance standards.
- Encourage staff development opportunities within the Office.
- Offer variation in tasks, duties and/or responsibilities.
- Recognize existence of stress and provide support in dealing with its negative effects.
- Develop policy regarding secondment opportunities.

Performance Measures & Targets

Measure	Value (Target)	Indicator
Percentage of staff who rate themselves as satisfied with their job and work environment.	>95%	Independent Survey
Staff lost time due to illness or injury.	At or below the average for the BC Public Service.	PSERC Statistics

Objective 5

To broaden the public profile and improve external understanding of the role of the Ombudsman and administrative fairness through well-planned initiatives directed towards both the public and authorities.

Strategies

- Post all public reports on our website.
- Increase opportunities for citizens to meet with the Ombudsman in their local communities.
- Provide information about available remedies on our Internet website.
- Promote and support establishment of a team-focused strategy to meet with authorities, at all levels, to discuss with and inform them about the role of the Office of the Ombudsman and administrative fairness.
- Update and maintain multilingual brochures.
- Review the Office's communications strategy.

Performance Measures & Targets

Measure	Value (Target)	Indicator
Percentage of people randomly surveyed who are aware of the Office of the Ombudsman.	Increases with each survey	Independent Survey

Vision

Fairness and Accountability in Public Administration In British Columbia

Performance Measures & Targets

Measure	Value (Target)	Indicator
Number of Investigations where the Authority refuses to accept the recommendations of the Office of the Ombudsman	0	Self Tracking and CTS Statistics
Number of complaint investigations that lead to a positive change in practice, policies, statutes, or regulations by authorities	*	CTS Statistics

* *A target value cannot be set for this measure as the outcome varies with the type of complaints being investigated and it would be inconsistent with the need for unbiased investigations to set an arbitrary target. However, this measure is considered to be a useful indicator of the influence of the Ombudsman's recommendations on changes to the policies and practices of authorities.*

D. CONSISTENCY WITH GOVERNMENT PLAN

As an Independent Office of the Legislature it would not be appropriate to expect the service plan for the Office to be in direct alignment with the strategic priorities of the government. However, it can be seen from a comparison of the Government and Office of the Ombudsman Strategic Plans, that there is a strong correlation in terms of the desire to ensure that citizens are treated fairly and in an accountable manner in their dealings with public authorities.

Government	Office of the Ombudsman
Vision: British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future	**Vision:** Fairness and Accountability in Public Administration in British Columbia
Core Values: **Integrity**: to make decisions in a manner that is consistent, professional, fair and balanced **Fiscal Responsibility**: to implement affordable public policies **Accountability**: to enhance efficiency, effectiveness and credibility of government **Respect**: to treat all citizens equitably, compassionately and respectfully **Choice**: afford citizens the opportunity to exercise self-determination	**Values:** **Respect:** Treating everyone with courtesy, dignity and respect. **Leadership:** Promoting fairness, equity, clarity, innovation and consistency. **Equality**: Promoting equality, inclusion and access for all persons. **Continuous Learning:** Encouraging and valuing continuous learning. **Cooperation:** Using cooperation, empathy and goodwill in our work. **Teamwork:** Valuing the diversity of experience and talent of people who have a unity of purpose and commitment to success. **Integrity:** Being independent, impartial and honest. **Accountability:** Performing our duties in a timely, responsive and responsible manner, and measuring and reporting on our work

It has also been noted that the BC Liberal Party, in its New Era Document leading up to the last election, included as an element in its Vision, the following statement. "The most open and accountable and democratic government in Canada."

E. FINANCIAL RESOURCES

This section of the Submission shows the proposed budget for the Office of the Ombudsman. Four budget options are provided along with a description of the service consequences that will flow from each.

The first option, labeled "35% Budget Reduction Option" reflects the implementation of the budget direction provided on December 19, 2001 by the Select Standing Committee on Finance and Government Services (the "Committee"). This direction requires the Office of the Ombudsman to reduce its existing baseline budget (Fiscal 2001/02) of $4,766,000 by 5% in Fiscal 2002/03; 10% in Fiscal 2003/04; and 20% in Fiscal 2004/05. The Committee recommended that the Office receive a capital budget of $59,000 in 2002/03; $62,000 in 2002/04; and $65,000 in 2004/05. This option will result in major service reductions that are described more fully below.

The second option, labeled "15% Budget Reduction Option - A" is an alternate proposal that is put forward to the Committee for consideration in order to mitigate the serious service reductions that will be necessitated if the 35% Reduction Option is implemented to completion. The significant difference in the 15% reduction Option is that the required reduction in Fiscal 2004/05 is cancelled allowing for a 0% change in that fiscal year. This option will still require significant changes in the Office from the starting point in Fiscal 2001/02 and will result in some service reductions.

The third option, labeled "15% Budget Reduction Option – B" is a variation on the second option that accomplishes the same overall budget reduction but spreads it over three years and delays the service reductions to Fiscal 2004/05. This option will still require significant changes in the Office from the starting point in Fiscal 2001/02 and will result in some service reductions.

The fourth option labeled "10% Budget Reduction Option" is another alternate proposal that is put forward for the Committee to consider. This option would involve a 5% budget reduction in Fiscal 2003/04 and then no further reduction in Fiscal 2004/05. The benefit of this option is that it does not require a reduction in services to the public. Through efficiencies achieved by changes in organizational structure, reduction in space, and implementation of performance measures, it is anticipated that it will be possible to continue to investigate jurisdictional complaints against all the authorities currently specified in the Schedule to the Ombudsman Act.

The budget for each of the options is shown at a high level along with a distribution of FTEs by function. A detailed description of the budget options by STOB is included at Appendix C.

35% Budget Reduction Option

DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
			Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
FTE's (Actual)	50	45	-5	38	-7	31	-7	31	0
Salaries & Benefits	$3,742,000	$3,511,000	-$231,000	$3,168,000	-$343,000	$2,446,000	-$722,000	$2,520,000	$74,000
Operating Costs	$1,024,000	$1,039,000	$15,000	$927,000	-$112,000	$835,000	-$92,000	$860,000	$25,000
Recoveries	-$1,000	-$1,000	0	-$1,000	0	-$1,000	0	-$1,000	0
Total Expenses	$4,765,000	$4,549,000	-$216,000	$4,094,000	-$455,000	$3,280,000	-$814,000	$3,379,000	$99,000
Capital Expenses	$59,000	$59,000	0	$62,000	$3,000	$65,000	$3,000	$65,000	0

Distribution of FTE's by functional area

Function	2002		2002/03		2003/04		2004/05		2005/06	
	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%
Administration	8.8	17.71	8	18.08	6.5	17.11	5.5	17.63	5.5	17.63
Intake	7.5	15.09	6.4	14.37	5.0	13.16	5	16.03	5	16.03
Investigations	25.8	51.91	24.3	54.9	20.9	55.00	15.6	50.00	15.6	50.00
Systems	3.8	7.65	2.8	6.33	2.8	7.37	2.3	7.37	2.3	7.37
Legal	1.3	2.62	1.3	2.94	1.3	3.42	1.3	4.17	1.3	4.17
Management	2.5	5.03	1.5	3.39	1.5	3.95	1.5	4.81	1.5	4.81
Total	49.7	100	44.3	100	38	100	31.2	100	31.2	100

Key Features and Service Consequences

- Expenditures reductions of 5%, 10%, and 20% over three fiscal years followed by a 3% increase in Fiscal 2005/06.
- Reduction from 50 FTEs to 31 FTEs over 3 years or 38% of the office workforce that existed in 2001/02.
- Elimination of Deputy Ombudsman, Manager of Systems, and staff throughout the organization, including 10 investigative officers.
- Implementation of Shared Services between the Office of the Ombudsman and the Office of the Information and Protection of Privacy Commissioner in the areas of Systems support during 2002.
- Reduction of 25% of Vancouver office space in 2002.
- Closure of the Vancouver office to the public during fiscal 2003/04 with consolidation of most staff to the Victoria office.
- A small office will be maintained in Vancouver as a mail drop and for drop in day use by remaining Lower Mainland Investigative staff. Up to five staff for the Investigative and Intake functions are contemplated to remain in the Lower Mainland (with the option of telecommuting being supported). In addition, a ½ time clerical position would be maintained for mail and file management in that office.
- No "Walk-In" Intake capability will be provided in the Lower Mainland.
- Commencing January 1, 2003 and using the discretion provided in the ***Ombudsman Act***, the Ombudsman will decline to investigate any complaints against Local Government Authorities and Professional Associations. Existing investigations of complaints against these Authorities will be completed to the maximum extent possible by March 31, 2003. These authorities accounted for 10% of complaints investigated in 2001.
- Commencing January 1, 2004 and using the discretion provided in the ***Ombudsman Act***, the Ombudsman will decline to investigate any complaints against most authorities other than Ministries, Crown Corporations, and some boards and commissions. Ministries and Crown Corporations accounted for 67% of complaints investigated in 2001. Included in the list of authorities where complaints will no longer be investigated are Schools and School Boards, Hospitals and Health Authorities, Colleges and Universities, and Workers Compensation Board.
- The number of Investigative teams will be reduced from 5 to 4 in 2003/04 and from 4 to 3 during 2004/05 to reflect the reduction in the scope of authorities to be investigated.
- The objective will be to maintain high quality investigations of those complaints that are investigated but at the same time to maintain an acceptable balance in the workload to staff ratio.

15% Budget Reduction Option - A

DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
			Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
FTE's (Actual)	50	45	-5	38	-7	38	0	38	0
Salaries & Benefits	$3,742,000	$3,511,000	-$231,000	$3,168,000	-$343,000	$3,168,000	0	$3,200,000	$32,000
Operating Costs	$1,024,000	$1,039,000	$15,000	$927,000	-$112,000	$927,000	0	$937,000	$10,000
Recoveries	-$1,000	-$1,000	0	-$1,000	0	-$1,000	0	-$1,000	0
Total Expenses	$4,765,000	$4,549,000	-$216,000	$4,094,000	-$455,000	$4,094,000	0	$4,136,000	$42,000
Capital Expenses	$59,000	$59,000	0	$62,000	$3,000	$65,000	$3,000	$65,000	0

Distribution of FTE's by functional area

Function	2002		2002/03		2003/04		2004/05		2005/06	
	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%
Administration	8.8	17.71	8	18.08	6.5	17.11	6.5	17.11	6.5	17.11
Intake	7.5	15.09	6.4	14.37	5	13.16	5	13.16	5	13.16
Investigations	25.8	51.91	24.3	54.9	20.9	55.00	20.9	55.00	20.9	55.00
Systems	3.8	7.65	2.8	6.33	2.8	7.37	2.8	7.37	2.8	7.37
Legal	1.3	2.62	1.3	2.94	1.3	3.42	1.3	3.42	1.3	3.42
Management	2.5	5.03	1.5	3.39	1.5	3.95	1.5	3.95	1.5	3.95
Total	49.7	100	44.3	100	38	100	38	100	38	100

Key Features and Service Consequences

- Expenditures reductions of 5%, 10%, and 0% over three fiscal years followed by a 1% increase in Fiscal 2005/06.
- Reduction from 50 FTEs to 38 FTEs over 3 years or 24% of the office workforce that existed in 2001/02.
- Elimination of Deputy Ombudsman, Manager of Systems, and staff throughout the organization including 5 investigative officers.
- Implementation of Shared Services between the Office of the Ombudsman and the Office of the Information and Protection of Privacy Commissioner in the areas of Systems support during 2002.
- Reduction of 25% of Vancouver office space in 2002.
- Further reduction in the size the Vancouver office but public access is maintained. Up to fifteen staff (some part-time) are contemplated to remain working in the Lower Mainland and up to 27 staff (some part-time) are contemplated to remain working in the Victoria office.
- "Walk-In" Intake capability will be maintained in both offices.
- Commencing January 1, 2003 and using the discretion provided in the ***Ombudsman Act***, the Ombudsman will decline to investigate any complaints against Local Government Authorities and Professional Associations. Existing investigations of complaints against these Authorities will be completed to the maximum extent possible by March 31, 2003. These authorities accounted for 10% of complaints investigated in 2001.
- The number of Investigative teams will be reduced from 5 to 4 in 2003/04 to reflect the reduction in the scope of authorities to be investigated.
- The objective will be to maintain high quality investigations of those complaints that are investigated but at the same time to maintain an acceptable balance in the workload to staff ratio.
- This budget option will enable the office to sustain the ability to investigate complaints at approximately 90% of the pre-reduction capacity while implementing a 15% budget reduction.

15% Budget Reduction Option - B

DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
			Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
FTE's (Actual)	50	45	-5	41	-4	38	-3	38	0
Salaries & Benefits	$3,742,000	$3,511,000	-$231,000	$3,385,000	-$126,000	$3,168,000	-$217,000	$3,200,000	$32,000
Operating Costs	$1,024,000	$1,039,000	$15,000	$927,000	-$112,000	$927,000	0	$937,000	$10,000
Recoveries	-$1,000	-$1,000	0	-$1,000	0	-$1,000	0	-$1,000	0
Total Expenses	$4,765,000	$4,549,000	-$216,000	$4,311,000	-$238,000	$4,094,000	-$217,000	$4,136,000	$42,000
Capital Expenses	$59,000	$59,000	0	$62,000	$3,000	$65,000	$3,000	$65,000	0

Distribution of FTE's by functional area

Function	2002		2002/03		2003/04		2004/05		2005/06	
	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%
Administration	8.8	17.71	8	18.08	7.5	18.29	6.5	17.11	6.5	17.11
Intake	7.5	15.09	6.4	14.37	5.6	13.66	5	13.16	5	13.16
Investigations	25.8	51.91	24.3	54.9	22.3	54.39	20.9	55.00	20.9	55.00
Systems	3.8	7.65	2.8	6.33	2.8	6.83	2.8	7.37	2.8	7.37
Legal	1.3	2.62	1.3	2.94	1.3	3.17	1.3	3.42	1.3	3.42
Management	2.5	5.03	1.5	3.39	1.5	3.66	1.5	3.95	1.5	3.95
Total	49.7	100	44.3	100	41	100	38	100	38	100

Key Features and Service Consequences

- Expenditures reductions of 5%, 5%, and 5% over three fiscal years followed by a 1% increase in Fiscal 2005/06.
- Reduction from 50 FTEs to 38 FTEs over 3 years or 24% of the office workforce that existed in 2001/02.
- This budget option will enable the office to sustain the ability to investigate all jurisdictional complaints at pre-reduction capacity until Fiscal 2004/05 (in contrast to the 15% Option A proposal which will require a reduction in scope in Fiscal 2003/04).
- Elimination of Deputy Ombudsman, Manager of Systems, and staff throughout the organization including 5 investigative officers.
- Implementation of Shared Services between the Office of the Ombudsman and the Office of the Information and Protection of Privacy Commissioner in the areas of Systems support during 2002.
- Reduction of 25% of Vancouver office space in 2002.
- Further reduction in the size the Vancouver office but public access is maintained. Up to fifteen staff (some part-time) are contemplated to remain working in the Lower Mainland and up to 27 staff (some part-time) are contemplated to remain working in the Victoria office.
- "Walk-In" Intake capability will be maintained in both offices.
- Commencing January 1, 2004 and using the discretion provided in the ***Ombudsman Act***, the Ombudsman will decline to investigate any complaints against Local Government Authorities and Professional Associations. Existing investigations of complaints against these Authorities will be completed to the maximum extent possible by March 31, 2004. These authorities accounted for 10% of complaints investigated in 2001.
- The number of Investigative teams will be reduced from 5 to 4 in 2003/04 thus increasing the ratio of investigators to team leaders.
- The objective will be to maintain high quality investigations of those complaints that are investigated but at the same time to maintain an acceptable balance in the workload to staff ratio.
- This budget option will enable the office to sustain the ability to investigate complaints at approximately 90% of the pre-reduction capacity while implementing a 15% budget reduction.

10% Budget Reduction Option

DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
			Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
FTE's (Actual)	50	45	-5	41	-4	41	0	41	0
Salaries & Benefits	$3,742,000	$3,511,000	-$231,000	$3,385,000	-$126,000	$3,385,000	0	$3,385,000	0
Operating Costs	$1,024,000	$1,039,000	$15,000	$927,000	-$112,000	$927,000	0	$927,000	0
Recoveries	-$1,000	-$1,000	0	-$1,000	0	-$1,000	0	-$1,000	0
Total Expenses	$4765,000	$4,549,000	-$216,000	$4,311,000	-$238,000	$4,311,000	0	$4,311,000	0
Capital Expenses	$59,000	$59,000	0	$62,000	$3,000	$65,000	$3,000	$65,000	0

Distribution of FTE's by functional area

Function	2002		2002/03		2003/04		2004/05		2005/06	
	FTEs	%	FTEs	%	FTEs	%	FTEs	%	FTEs	%
Administration	8.8	17.71	8	18.08	7.5	18.29	7.5	18.29	7.5	18.29
Intake	7.5	15.09	6.4	14.37	5.6	13.66	5.6	13.66	5.6	13.66
Investigations	25.8	51.91	24.3	54.9	22.3	54.39	22.3	54.39	22.3	54.39
Systems	3.8	7.65	2.8	6.33	2.8	6.83	2.8	6.83	2.8	6.83
Legal	1.3	2.62	1.3	2.94	1.3	3.17	1.3	3.17	1.3	3.17
Management	2.5	5.03	1.5	3.39	1.5	3.66	1.5	3.66	1.5	3.66
Total	49.7	100	44.3	100	41	100	41	100	41	100

Key Features and Service Consequences

- Expenditures reductions of 5%, 5%, and 0% over three fiscal years followed by a 0% increase in Fiscal 2005/06.
- Reduction from 50 FTEs to 41 FTEs over 3 years or 18% of the office workforce that existed in 2001/02.
- Elimination of Deputy Ombudsman, Manager of Systems, and staff throughout the organization including three investigative officers.
- Implementation of Shared Services between the Office of the Ombudsman and the Office of the Information and Protection of Privacy Commissioner in the areas of Systems support during 2002.
- Reduction of 25% of Vancouver office space in 2002.
- Maintain public access at the Vancouver office. Up to seventeen staff (some part-time) are contemplated to remain working in the Lower Mainland and up to 28 staff (some part-time) are contemplated to remain working in the Victoria office.
- "Walk-In" Intake capability will be maintained in both offices.
- The number of Investigative teams will be reduced from 5 to 4 in 2003/04 thus increasing the ratio of investigators to team leaders.
- No reduction in the scope of authorities that may be investigated will be required barring a dramatic increase in the volume of complaints coming to the office.
- The objective will be to maintain high quality investigations of those complaints that are investigated but at the same time to maintain an acceptable balance in the workload to staff ratio.
- This budget option will enable the office to sustain the ability to investigate all jurisdictional complaints at pre-reduction capacity while implementing a 10% budget reduction.

F. SUMMARY OF RELATED PLANNING PROCESSES

Information Resource Management Plan

The Office of the Ombudsman maintains its own internal Information Systems capability for security and confidentiality reasons as required under the ***Ombudsman Act***. The hardware and software utilized is consistent with current government standards and is acquired using government purchasing Master Standing Offers if possible.

No significant software development initiatives or hardware purchases are contemplated. Hardware and software is replaced on a routine 3 year cycle with approximately 1/3 of the equipment being replaced each year in order to maintain reliability and performance requirements.

The Office of the Ombudsman Systems staff commenced providing systems support to the Office of the Information and Privacy Commissioner during the second quarter of 2002. This support is being provided under a form of shared services agreement.

Human Resource Management Plan

The Office of the Ombudsman has not developed a separate Human Resource Management Plan. Rather the objectives, strategies, performance measures and targets related to Human Resource Management are integrated with the overall Strategic Plan for the Office. This is because Human Resource Management is not Goal or Core Business Area that stands on its own but it is a crucial component in any strategic plan for an organization. Of course, the over-riding human resource management issue is the downsizing that is made necessary by the budget targets that have been given to the office. The need to reduce from 50 FTEs to 31 FTEs over three years with the closure of one office creates enormous negative human resource impacts from personal and productivity perspectives.

The strategies that are included in the Strategic Plan that relate primarily to Human Resource Management are restated below:

- Establish performance measures for investigative work and administrative and support components of the Office.
- Conduct and document regular performance reviews and prepare work plans.
- Promote improvement of skills through development of materials and provision of training.
- Encourage all individuals and teams to take responsibility in the training process through self-training, courses and development of materials.
- Continue training of all staff on issues of equality, diversity and accessibility.
- Develop a training package on administrative fairness and investigative skills.
- Encourage acknowledgement of each other's efforts.
- Provide more public, office or team recognition of employees' achievements.
- Clarify expectations about workload and performance standards.
- Encourage staff development opportunities within the Office.
- Offer variation in tasks, duties and/or responsibilities.
- Recognize existence of stress and provide support in dealing with its negative effects.
- Develop policy regarding secondment opportunities.

APPENDICES

Appendix A – Schedule of Authorities

1 Ministries of the government.

2 A person, corporation, commission, board, bureau or authority who is or the majority of the members of which are, or the majority of the members of the board of management or board of directors of which are,

(a) appointed by an Act, minister, the Lieutenant Governor in Council,
(b) in the discharge of their duties, public officers or servants of the government, or
(c) responsible to the government.

3 A corporation the ownership of which or a majority of the shares of which is vested in the government.

4 Municipalities.

5 Regional districts.

6 The Islands Trust established under the *Islands Trust Act.*

7 Improvement districts as defined in the *Municipal Act.*

8 The Capital Improvement District under the *Capital Commission Act.*

9 Boards, committees, commissions or similar bodies established under the *Municipal Act* or *Vancouver Charter;*

10 The Resort Municipality of Whistler and the Whistler Resort Association.

11 A local trust committee, the Trust Council, the Trust Fund Board and the executive committee and persons to whom their powers are delegated under the *Islands Trust Act.*

12 Library boards defined in the *Library Act.*

13 Regional parks boards established under the *Parks (Regional) Act* and the Cultus Lake Park Board.

14 A greater board as defined in section 872 of the *Municipal Act.*

15 Development districts, water users' communities, comptroller and regional water manager under the *Water Act.*

16 The commissioners of a district defined in section 58 of the *Drainage, Ditch and Dike Act* and an engineer, commissioner, inspector of dikes or land settlement board acting under that Act.

17 The British Columbia Diking Authority and a diking authority under the *Dike Maintenance Act.*

18 The Okanagan Kootenay Sterile Insect Release Board.

19 Regional transit commissions established under the *British Columbia Transit Act.*

20 A corporation

(a) more than 50% of the issued voting shares of which are owned by one or more of the authorities listed in section 4 to 19 or this section, or

(b) that is controlled by one or more of the authorities listed in section 4 to 19 and, for the purpose of ascertaining control, a corporation is controlled by one or more of these authorities if a majority of the members of the corporation or of its board of directors or board of management consists of either or both of the following:
    (i) persons appointed as members by the authorities;
    (ii) officers or employees of an authority acting as such.

21 Schools and boards as defined in the *School Act*.

21.1 Francophone education authorities as defined in the School Act and francophone schools operated by francophone education authorities.

22 Universities as defined in the *University Act*.

23 The University of Northern British Columbia.

24 Royal Roads University.

25 Institutions as defined in the *College and Institute Act*.

26 Hospitals and boards of management of hospitals as defined in the *Hospital Act*.

27 Governing bodies of professional and occupations associations that are established or continued by an Act.

28 Regional Health Boards and Community Health Councils established under the *Health Authorities Act*.

29 Regional Hospital Districts under the *Hospital District Act*.

30 Technical University of British Columbia.

31 The Greater Vancouver Transportation Authority established under the Greater Vancouver Transportation Authority Act.

Appendix B – Performance Measures for the Office of the Ombudsman

Overall Office

Measure	Value (Target)	Indicator	Type
Percentage of complainants giving our office a rating of "satisfied" in relation to the process of investigation of their complaint. ***Note 1***.	>85%	Independent Survey	Objective
Percentage of authorities giving our office a rating of "satisfied" in relation to the process of investigation of complaints against them. ***Note 1.***	>85%	Independent Survey	Objective
Percentage of people randomly surveyed who are aware of the Office of the Ombudsman.	Increases with each survey	Independent Survey	Objective
Percentage of people using the services of the Office who are satisfied with access capability by phone, fax, web, etc.	>90%	Independent Survey	Objective
Time to produce and distribute Quarterly Statistical Reports to Authorities.	10 working days after the end of the quarter	Self tracking	Standard
Deadline to produce and table Annual report with the Legislature.	Before June 30 each year.	Self Tracking	Objective
Percentage of staff who rate themselves as satisfied with their job and work environment.	>95%	Independent Survey	Objective
Staff lost time due to illness or injury.	At or below the average for the BC Public Service.	PSERC Statistics	Objective
Average cost per complaint Investigated. ***Note 2.***	Average inflation adjusted cost is steady or decreasing	Calculated from CTS Statistics and Annual Office Budget	Objective
Number of Investigations where the Authority refuses to accept the recommendations of the Office of the Ombudsman.	0	Self Tracking and CTS Statistics	Objective
Number of complaint investigations that lead to a positive change in practice, policies, statutes, or regulations by authorities.	***Note 3***	CTS Statistics	Objective

Note 1. *These measurements are intended to focus on satisfaction with the investigation process and will be designed to attempt to isolate the influence of any disagreement with the investigation findings. Also the measurement will include factors that contribute to overall "satisfaction" such as courtesy, timeliness, communication, etc.*

Note 2. *In association with the performance measure reflecting the trend on the average cost per complaint investigated; an ancillary indicator will be calculated that will show the contingent cost associated with future investigation of backlogged complaint files.*

Note 3. *A target value cannot be set for this measure as the outcome varies with the type of complaints being investigated and it would be inconsistent with the need for unbiased investigations to set an arbitrary target. However, this measure is considered to be a useful indicator of the influence of the Ombudsman's recommendations on changes to the policies and practices of authorities.*

Management Team

Measure	Value (Target)	Indicator	Type
A Vision and/or Mission and Mandate statement is in place.	Yes	Included in Strategic Plan	Standard
The Vision and/or Mission and Mandate statement is communicated to all staff.	Yes	Number of staff meetings/year where Strategic Plan is discussed	Standard
The Vision and/or Mission and Mandate statement is communicated to the public.	Yes	Self-Tracking	Standard
A Strategic Plan exists, is updated routinely, and is communicated to all staff.	Updated at least every 3 years.	Number of staff meetings/year where Strategic Plan is discussed	Standard
Key success factors and priorities are determined and linked to strategic direction.	Yes	Included in Strategic Plan	Standard
Demonstrated commitment to quality improvement.	Yes	Audit	Standard
Works to reduce barriers, promote teamwork and open communication.	Yes	Audit	Standard
Improvement Opportunities are identified, prioritized, communicated and actioned.	Yes	Audit	Standard
Performance standards are established and reviewed on an annual basis.	Yes	Audit	Standard
Performance assessments are carried out on a routine basis.	Yes	Audit	Standard
Methods are in place to recruit, select and manage the performance of staff.	Yes	Audit	Standard
Staff are involved in planning and improvement initiatives and their ideas and suggestions are encouraged.	Yes	Audit	Standard
Well-being issues are addressed in a timely manner.	Yes	Audit	Standard
Training and development opportunities are provided.	Yes	Self-Tracking	Standard
Staff are encouraged to enhance their individual skills.	Yes	Audit	Standard
Policy and Procedures for key processes are in place and up to date.	Yes	Self-Tracking	Standard
Policy and Procedures for key processes are communicated to staff.	Yes	Self-Tracking	Standard
Regular staff meetings are held.	At least once/3months	Self-Tracking	Standard
Regular Extended Management Meetings are held.	At least once/2months	Self-Tracking	Standard
Routine Communications occur from the Ombudsman to staff.	Once/month	Self-Tracking	
Financial expenditures of the office are controlled.	Within +/- 2% of the allocated budget	Financial Reporting	Standard

Administration Team

Measure	Value (Target)	Indicator	Type
Elapsed time between receipt and delivery of incoming mail or faxes.	Less than 4 working hours.	Manager of Finance & Administration Audit	Standard
Elapsed time for outgoing mail to be logged and available for mail pickup.	Within 1 working day of receipt by the Administration team	Manager of Finance & Administration Audit	Standard
Payroll input completed by deadline.	100%	Manager of Finance & Administration Audit	Standard
Elapsed time to process invoices, journal vouchers and other payables.	95% paid within 2 weeks of receipt	Manager of Finance & Administration Audit	Standard
Processing and delivering requests for supplies.	Less than 5 days	Manager of Finance & Administration Audit	Standard
Reimbursing requests for petty cash.	Less than 2 days	Manager of Finance & Administration Audit	Standard
Turnaround time for typing requests and voicemail transcriptions.	Less than 5 days	Manager of Finance & Administration Audit	Standard
Responding to requests for files at off-site location.	Boxes arrive within 2 days	Manager of Finance & Administration Audit	Standard
Responding to facilities management requests.	Within one day	Manager of Finance & Administration Audit	Objective

Intake Team

Measure	Value (Target))	Indicator	Type
Elapsed time for Call Coordinators to answer incoming calls including calls in the telephone holding queue.	75% are answered within 40 seconds and all remaining calls in the queue are answered within 5 minutes.	ACD Incoming Call Report	Standard
Elapsed time for a complainant to be called by a Complaints Analyst after speaking to a call coordinator.	95% of complainant's calls returned within 4 working hours.	CTS Queue Detail Report	Standard
Elapsed time for a complainant to be contacted by a Complaints Analyst after speaking to a call coordinator.	90% of complainants contacted within 8 working hours.	CTS Intake Report	Standard
Elapsed time to respond to complaints received at Intake by Internet, mail or fax.	Within 2 working days following the date of receipt.	CTS Report	Standard
Complaints dropped from the Intake queue.	None without at least 2 attempts to contact the complainant.	CTS Intake Report	Standard
Accuracy of closings (i.e. deemed consistent with policy and facts of the file).	100%	Manager of Intake Audit	Objective
Appropriate referral information is provided to persons contacting our office with Non-jurisdictional complaints or complaints for which an alternate remedy exists.	Yes	Manager of Intake Audit	Standard

Systems Team

Measure	Value (Target)	Indicator	Type
Percentage of time that core hardware and software systems are operational.	99.5% of normal working hours	Self-Tracking	Standard
Elapsed time for documentation of changes to the Case Tracker System.	Within 1 month of system changes being implemented	Director of Corporate Services Audit	Standard
Elapsed time for documentation of changes to hardware, networks, or system software.	Within 1 month of changes being implemented	Director of Corporate Services Audit	Standard
Response time to Help Desk requests.	<1/2 hour	Self-Tracking	Standard
Availability for Development or Enhancement of Case Tracker System.	Within 2 working days except when staff on leave.	Self-Tracking	Objective
Percentage of staff giving a rating of "satisfied" with the Case Tracker System functionality and performance.	>90%	Audit	Objective

Legal Team

Measure	Value (Target)	Indicator	Type
Elapsed time for provision of legal opinions.	95 % provided within 1 week of promised time	CTS (capability to be established)	Objective
Availability for consultation.	85% availability within 3 days of request	Self tracking	Objective
Legal Professional Development.	At least 50 hours per year of self-study and at least 12 hours per year participation in continuing legal education activities	Self tracking	Objective
Office Learning Support.	At least 5 hours per month involvement in delivery of internal educational sessions, library resourcing, office committees	Self tracking	Objective

Investigation Teams

Measure	Value (Target)	Indicator	Type
Percentage of complaint files closed within 90 days of opening.	70%	CTS Statistics	Objective
Percentage of complaint files closed within 180 days of opening.	85%	CTS Statistics	Objective
Percentage of complaint files closed within 1 year of opening.	90%	CTS Statistics	Objective
Percentage of complaint files closed within 2 years of opening.	95%	CTS Statistics	Objective
Percentage of complaint files closed within 3 years of opening.	100%	CTS Statistics	Objective
Percentage of open complaint files more than 1 year old at the end of the specified calendar year.	2002 – less than 20% 2003 – less than 15% 2004 – less than 10%	CTS Statistics	Objective
Accuracy of closings (i.e. deemed consistent with policy and facts of the file).	100%	Closings reviewed by Investigative Team Leaders	Standard
Percentage of files where complainants have been contacted within 5 working days of the date the file is assigned to an investigator.	100%	CTS Statistics	Standard
Percentage of files where the decision whether or not to commence an investigation is completed within 30 days of the date the file is assigned to an investigator.	95%	CTS Statistics	Standard
Percentage of files where authorities have been provided notice of investigation within 30 days after the decision to commence an investigation.	100%	CTS Statistics	Standard
Percentage of open files where the frequency of contact with the complainant(s) occurs at least once every 90 days.	100%	CTS Statistics	Standard
Provision of reasons to complainant on file closing as required by policy.	100%	CTS Statistics	Standard
Provision of closing letters to Authority on file closing as required by policy.	100%	CTS Statistics	Standard

Appendix C – Budget Details By STOB

This Appendix contains detailed budget analysis by STOB. Table 1 reflects the budgets associated with the 35% Budget Reduction Option described in Section E of this Service Plan. Table 2 reflects the budgets associated with the 15% Budget Reduction Option also described in Section E.

Table 1. 35% Budget Reduction Option

STOB	DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
				Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
50	SALARY	$ 2,927,000	$ 2,682,000	$ (245,000)	$ 2,398,000	$ (284,000)	$ 1,800,000	$ (598,000)	$ 1,854,000	$ 54,000
51	SUPPLEMENTARY SALARY	$ 20,000	$ 20,000	$ -	$ 15,000	$ (5,000)	$ 15,000	$ -	$ 15,000	$ -
52	EMPLOYEE BENEFITS	$ 641,000	$ 644,000	$ 3,000	$ 583,000	$ (61,000)	$ 456,000	$ (127,000)	$ 470,000	$ 14,000
54	OFFICER OF LEG SALARY	$ 154,000	$ 165,000	$ 11,000	$ 172,000	$ 7,000	$ 175,000	$ 3,000	$ 181,000	$ 6,000
57	TRAVEL	$ 71,000	$ 60,000	$ (11,000)	$ 60,000	$ -	$ 40,000	$ (20,000)	$ 41,000	$ 1,000
60	PROFESSIONAL SERVICES	$ 55,000	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 57,000	$ 2,000
63	INFORMATION SYSTEMS - OPERATING	$ 207,000	$ 229,000	$ 22,000	$ 195,000	$ (34,000)	$ 175,000	$ (20,000)	$ 180,000	$ 5,000
65	OFFICE & BUSINESS EXPENSES	$ 108,000	$ 108,000	$ -	$ 100,000	$ (8,000)	$ 90,000	$ (10,000)	$ 93,000	$ 3,000
67	ADVERTISING & PUBLICATIONS	$ 10,000		$ (10,000)	$ 10,000	$ 10,000	$ 10,000	$ -	$ 10,000	$ -
68	STATUTORY ADVERTISING & PUBLICATIONS	$ 8,000	$ 18,000	$ 10,000	$ 8,000	$ (10,000)	$ 8,000	$ -	$ 8,000	$ -
69	UTILITIES, MATERIALS, SUPP.	$ 25,000	$ 25,000	$ -	$ 20,000	$ (5,000)	$ 20,000	$ -	$ 21,000	$ 1,000
70	OPERATING EQPT & VEHICLES	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -
73	AMORTIZATION	$ 56,000	$ 55,000	$ (1,000)	$ 55,000	$ -	$ 55,000	$ -	$ 57,000	$ 2,000
75	BUILDING OCCUPANCY	$ 477,000	$ 482,000	$ 5,000	$ 417,000	$ (65,000)	$ 375,000	$ (42,000)	$ 386,000	$ 11,000
				$ -		$ -		$ -	$ -	$ -
				$ -		$ -		$ -	$ -	$ -
89	RECOVERIES	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -
						$ -		$ -	$ -	$ -
						$ -		$ -		
TOTAL		$ 4,765,000	$ 4,549,000	$ (216,000)	$ 4,094,000	$ (455,000)	$ 3,280,000	$ (814,000)	$ 3,379,000	$ 99,000
	CAPITAL BUDGET									
Capital	Information Systems & Furn&Equip		$ 59,000		$ 62,000		$ 65,000		$ 65,000	

Budget for Fiscal 2003 was 95% of Fiscal 2001/02 plus $22,000 added by Treasury Board Staff and clawed back fo operation of CAS

Target for 2004 is 90% of 2003 budget and target for 2005 is 80% of 2004 budget and target for 2006 is 3% increase over 2005.

Table 2. 15% Budget Reduction Option - A

STOB	DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
				Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
50	SALARY	$ 2,927,000	$ 2,682,000	$ (245,000)	$ 2,398,000	$ (284,000)	$ 2,398,000	$ -	$ 2,422,000	$ 24,000
51	SUPPLEMENTARY SALARY	$ 20,000	$ 20,000	$ -	$ 15,000	$ (5,000)	$ 15,000	$ -	$ 15,000	$ -
52	EMPLOYEE BENEFITS	$ 641,000	$ 644,000	$ 3,000	$ 583,000	$ (61,000)	$ 583,000	$ -	$ 589,000	$ 6,000
54	OFFICER OF LEG.SALARY	$ 154,000	$ 165,000	$ 11,000	$ 172,000	$ 7,000	$ 172,000	$ -	$ 174,000	$ 2,000
57	TRAVEL	$ 71,000	$ 60,000	$ (11,000)	$ 60,000	$	$ 60,000	$ -	$ 61,000	$ 1,000
60	PROFESSIONAL SERVICES	$ 55,000	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 56,000	$ 1,000
63	INFORMATION SYSTEMS - OPERATING	$ 207,000	$ 229,000	$ 22,000	$ 195,000	$ (34,000)	$ 195,000	$ -	$ 197,000	$ 2,000
65	OFFICE & BUSINESS EXPENSES	$ 108,000	$ 108,000	$ -	$ 100,000	$ (8,000)	$ 100,000	$ -	$ 101,000	$ 1,000
67	ADVERTISING & PUBLICATIONS	$ 10,000		$ (10,000)	$ 10,000	$ 10,000	$ 10,000	$ -	$ 10,000	$ -
68	STATUTORY ADVERTISING & PUBLICATIONS	$ 8,000	$ 18,000	$ 10,000	$ 8,000	$ (10,000)	$ 8,000	$ -	$ 8,000	$ -
69	UTILITIES, MATERIALS, SUPP.	$ 25,000	$ 25,000	$ -	$ 20,000	$ (5,000)	$ 20,000	$ -	$ 20,000	$ -
70	OPERATING EQPT & VEHICLES	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -
73	AMORTIZATION	$ 56,000	$ 55,000	$ (1,000)	$ 55,000	$ -	$ 55,000	$ -	$ 56,000	$ 1,000
75	BUILDING OCCUPANCY	$ 477,000	$ 482,000	$ 5,000	$ 417,000	$ (65,000)	$ 417,000	$ -	$ 421,000	$ 4,000
				$ -		$ -		$ -	$ -	$ -
				$ -		$ -		$ -	$ -	$ -
89	RECOVERIES	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -
						$ -		$ -	$ -	
						$ -		$ -	$ -	
TOTAL		$ 4,765,000	$ 4,549,000	$ (216,000)	$ 4,094,000	$ (455,000)	$ 4,094,000	$ -	$ 4,136,000	$ 42,000
	CAPITAL BUDGET									
Capital	Information Systems & Furn&Equip		$ 59,000		$ 62,000		$ 65,000		$65,000	

Budget for Fiscal 2003 was 95% of Fiscal 2001/02 plus $22,000 added by Treasury Board Staff and clawed back for operation of CAS

Target for 2004 is 90% of 2003 budget and Target for 2005 is 100% of 2004 budget; Target for 2006 is 1% increase over 2005 budget.

Table 3. 15% Budget Reduction Option - B

STOB	DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
				Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
50	SALARY	$ 2,927,000	$ 2,682,000	$ (245,000)	$ 2,575,000	$ (107,000)	$ 2,398,000	$ (177,000)	$ 2,422,000	$ 24,000
51	SUPPLEMENTARY SALARY	$ 20,000	$ 20,000	$ -	$ 15,000	$ (5,000)	$ 15,000	$ -	$ 15,000	$ -
52	EMPLOYEE BENEFITS	$ 641,000	$ 644,000	$ 3,000	$ 623,000	$ (41,000)	$ 583,000	$ (40,000)	$ 589,000	$ 6,000
54	OFFICER OF LEG.SALARY	$ 154,000	$ 165,000	$ 11,000	$ 172,000	$ 7,000	$ 172,000	$ -	$ 174,000	$ 2,000
57	TRAVEL	$ 71,000	$ 60,000	$ (11,000)	$ 60,000	$	$ 60,000	$ -	$ 61,000	$ 1,000
60	PROFESSIONAL SERVICES	$ 55,000	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 56,000	$ 1,000
63	INFORMATION SYSTEMS - OPERATING	$ 207,000	$ 229,000	$ 22,000	$ 195,000	$ (34,000)	$ 195,000	$ -	$ 197,000	$ 2,000
65	OFFICE & BUSINESS EXPENSES	$ 108,000	$ 108,000	$ -	$ 100,000	$ (8,000)	$ 100,000	$ -	$ 101,000	$ 1,000
67	ADVERTISING & PUBLICATIONS	$ 10,000		$ (10,000)	$ 10,000	$ 10,000	$ 10,000	$ -	$ 10,000	$ -
68	STATUTORY ADVERTISING & PUBLICATIONS	$ 8,000	$ 18,000	$ 10,000	$ 8,000	$ (10,000)	$ 8,000	$ -	$ 8,000	$ -
69	UTILITIES, MATERIALS, SUPP.	$ 25,000	$ 25,000	$ -	$ 20,000	$ (5,000)	$ 20,000	$ -	$ 20,000	$ 1,000
70	OPERATING EQPT & VEHICLES	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -
73	AMORTIZATION	$ 56,000	$ 55,000	$ (1,000)	$ 55,000	$ -	$ 55,000	$ -	$ 56,000	$ 1,000
75	BUILDING OCCUPANCY	$ 477,000	$ 482,000	$ 5,000	$ 417,000	$ (65,000)	$ 417,000	$ -	$ 421,000	$ 4,000
				$ -		$ -		$ -	$ -	$ -
				$ -		$ -		$ -	$ -	$ -
89	RECOVERIES	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -
						$ -		$ -	$ -	
						$ -		$ -	$ -	
TOTAL		$ 4,765,000	$ 4,549,000	$ (216,000)	$ 4,311,000	$ (238,000)	$ 4,094,000	$ (217,000)	$ 4,136,000	$ 42,000
	CAPITAL BUDGET									
Capital	Information Systems & Furn&Equip		$ 59,000		$ 62,000	$3,000	$ 65,000	$3,000	$65,000	
Budget for Fiscal 2003 was 95% of Fiscal 2001/02 plus $22,000 added by Treasury Board Staff and clawed back for operation of CAS										
Target for 2004 is 90% of 2003 budget and Target for 2005 is 100% of 2004 budget; Target for 2006 is 1% increase over 2005 budget.										

Table 4. 10% Budget Reduction Option

STOB	DESCRIPTION	2002 Budget - Base Year	Current Year 2002/03 BUDGET		2003/04 - Target		2004/05 - Target		2005/06 - Target Request	
				Difference over 2002	Requirements	Difference over 2003	Requirements	Difference over 2004 Target	Requirements	Difference over 2005 Target
50	SALARY	$ 2,927,000	$ 2,682,000	$ (245,000)	$ 2,575,000	$ (107,000)	$ 2,575,000	$ -	$ 2,575,000	$ -
51	SUPPLEMENTARY SALARY	$ 20,000	$ 20,000	$ -	$ 15,000	$ (5,000)	$ 15,000	$ -	$ 15,000	$ -
52	EMPLOYEE BENEFITS	$ 641,000	$ 644,000	$ 3,000	$ 623,000	$ (21,000)	$ 623,000	$ -	$ 623,000	$ -
54	OFFICER OF LEG.SALARY	$ 154,000	$ 165,000	$ 11,000	$ 172,000	$ 7,000	$ 172,000	$ -	$ 172,000	$ -
57	TRAVEL	$ 71,000	$ 60,000	$ (11,000)	$ 60,000	$	$ 60,000	$ -	$ 60,000	$ -
60	PROFESSIONAL SERVICES	$ 55,000	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -
63	INFORMATION SYSTEMS - OPERATING	$ 207,000	$ 229,000	$ 22,000	$ 195,000	$ (34,000)	$ 195,000	$ -	$ 195,000	$ -
65	OFFICE & BUSINESS EXPENSES	$ 108,000	$ 108,000	$ -	$ 100,000	$ (8,000)	$ 100,000	$ -	$ 100,000	$ -
67	ADVERTISING & PUBLICATIONS	$ 10,000		$ (10,000)	$ 10,000	$ 10,000	$ 10,000	$ -	$ 10,000	$ -
68	STATUTORY ADVERTISING & PUBLICATIONS	$ 8,000	$ 18,000	$ 10,000	$ 8,000	$ (10,000)	$ 8,000	$ -	$ 8,000	$ -
69	UTILITIES, MATERIALS, SUPP.	$ 25,000	$ 25,000	$ -	$ 20,000	$ (5,000)	$ 20,000	$ -	$ 20,000	$ -
70	OPERATING EQPT & VEHICLES	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -	$ 7,000	$ -
73	AMORTIZATION	$ 56,000	$ 55,000	$ (1,000)	$ 55,000	$ -	$ 55,000	$ -	$ 55,000	$ -
75	BUILDING OCCUPANCY	$ 477,000	$ 482,000	$ 5,000	$ 417,000	$ (65,000)	$ 417,000	$ -	$ 417,000	$ -
				$ -		$ -		$ -	$ -	$ -
				$ -		$ -		$ -	$ -	$ -
89	RECOVERIES	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -	$ (1,000)	$ -
						$ -		$ -	$ -	
						$ -		$ -	$ -	
TOTAL		$ 4,765,000	$ 4,549,000	$ (216,000)	$ 4,311,000	$ (238,000)	$ 4,311,000	$ -	$ 4,311,000	$ -
	CAPITAL BUDGET									
Capital	Information Systems & Furn&Equip		$ 59,000		$ 62,000		$ 65,000		$ 65,000	

Budget for Fiscal 2003 was 95% of Fiscal 2001/02 plus $22,000 added by Treasury Board Staff and clawed back for operation of CAS

Target for 2004 is 95% of 2003 budget and Target for 2005 is 100% of 2004 budget; Target for 2006 is 0% increase over 2005 budget.